

## Request for Qualifications (RFQ)

The Republic of Korea Ministry of National Defense, Defense Installations Agency (MND DIA) and US Army Corps of Engineers, Far East District (FED) invites firms, which are interested in providing Program Management Services for two programs: the Yongsan Relocation Plan/Land Partnership Plan program, and the 2nd Infantry Division Relocation/Land Partnership Plan program. The scope of this service is to execute Program Management for the aforementioned programs, and the overall content of tasks presented in the scope of service. It is anticipated that initially this will be a cost type contract, and converted to a fixed price contract after the program is better defined.

Experienced consortiums that are interested in this service should submit their qualification with an understanding of this request for qualifications.

The purpose of this RFQ is to select the most qualified consortium(s) that can participate in the RFP (Request for Proposal) phase.

The evaluation of the consortium shall be conducted in accordance with the provisions stipulated in this request for qualification. MND DIA and FED reserve the right to reject any or all parts of the respondents' submittals in accordance with the evaluation methodology, as specified in the RFQ. The submittal must be in both Korean and English languages.

The submittal shall be hand delivered (including commercial courier and mail), and shall be comprised of one Korean original, one English original, eight (8) paper copies of each original, and two CDs containing an electronic copy of each original. All documents/files contained in the CD shall be in PDF format.

The outside of the envelope or box must clearly indicate the name of the service, "Program Management Services for Relocation of USFK Installations," the name and address of the responding firm (consortium), the name and address of the point of contact of the consortium, and the time and date specified for receipt. All submissions must be delivered or mailed to the following address: MND DIA, #1 Bunji, Yongsan-Dong 3Ga, Yongsan-Gu, Seoul, Korea. The due date and time for the submittal is July 28, 2006 at 1700 hrs, local time.

Submissions received past the due date and time shall not be accepted. MND DIA and FED accept no liability for delivery of the material and related documents. Once received, the

qualification submittal will not be returned, and the expenses required for the production of the submittal will not be reimbursed.

Any false or misleading statement found in the submittal may exclude the respective respondent (individual firms and consortium) from further consideration in the evaluation. Questions, request for information or elaboration shall be sent to the aforementioned address in writing. Responses to such inquiries will be provided to all respondents via an addendum to this RFQ. The receipt of qualification will not obligate in any way the ROK and the US governments to enter into any contract with any party.

All material, data and documents submitted will become the property of the Republic of Korea (ROK) and United States (US) Governments. The ROK and US Governments will have the right to copy, reproduce, publicize or otherwise dispose of each submittal in any way that the respective government elects. The ROK and US Governments will be free to use any idea, scheme, technique or suggestions received during this submittal process without payment of any kind or liability.

## LIST OF ACRONYMS USED IN THE REQUEST FOR PROPOSAL

2ID	Second Infantry Division
C4I	Command, Control, Communications, Computers and Intelligence
CMAK	Construction Management Association, Korea
CMIS	Construction Management Information System
DCA	Design and Construction Agency
DIA	Defense Installation Agency
FED	Far East District
HQ	Headquarters
LPP	Land Partnership Plan
MND	Ministry of National Defense
MP	Master Plan
PM	Program Management
PMC	Program Management Consortium
PMEC	Program Management Evaluation Committee
PMIS	Program Management Information System
PMO	Program Management Office
QA	Quality Assurance
QC	Quality Control
RFP	Request for Proposals
RFQ	Request for Qualifications
ROK	Republic of Korea
SOQ	Statement of Qualifications
SPOC	Single Point of Contact
US	United States
USFK	United States Forces Korea
VE	Value Engineering
WBS	Work Breakdown Structure
YRP	Yongsan Relocation Program

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## **I. Program Overview**

**A. Name of Program:** Program Management Services for Relocation of USFK Installations.

### **B. Major Program Components and Characteristics**

By mutual agreement, the ROK and the US governments have agreed to relocate US forces from the Greater Seoul Metropolitan Area and areas north of Seoul to Camp Humphreys and the Pyongtaek area. The relocation efforts of the ROK and the US governments are composed of two components - the Yongsan Relocation Program (YRP), and the Second Infantry Division relocation/Land Partnership Plan (2ID/LPP). Facilities (buildings and infrastructure, etc) of significant scale and quantity are required for this program. The YRP program is expected to have a magnitude of \$3.5 billion to \$4.5 billion, and its facility requirements are complex and the quantities are significant, including acquisition of a related site, high-rise and mid-rise housing complex, administrative and headquarters facilities, school, hospital, multi-functional facilities, C4I facilities (command automated system) and related infrastructure. The 2ID/LPP is a phased replacement of facilities to relocate US units from facilities and areas to be returned to the ROK. The approximate value of this effort is about \$3.5 billion to \$4.5 billion as well. It is anticipated that 15 installations will be returned to the ROK and two sites will be partially closed.

A major characteristic of this effort is its separation into YRP and LPP (partial) programs that are funded by the ROK; and 2ID/LPP (partial) that are funded by the US. The complexity, large-scale, and international nature of this program conducted under a ROK-US agreement leads to the following characteristics and limitations.

1. Various stakeholders including both parties' respective governments, NGO and local citizens will impact the program both indirectly and directly.
2. US DoD facility criteria must be applied to required facilities.
3. Thus, dual regulations and standards including ROK and US law, related agreements, and mutually agreed technical specifications are to be applied in program management, design and construction. Conflicts among the applicable regulations and standards must be discovered in the early phases of the program. Resolution of these conflicts must be reached through agreement and decision of the stakeholders.
4. System integration program/project management oversight skills are required for C4I infrastructure.
5. Since this program is to be implemented by various organizations with distinct internal cultures, mutual trust among all organizations is a key success factor in this effort.

6. Considering the characteristics of this program such as the scale, the quantity of facilities, the varied requirements, the nature of military installation, and the fact that this is an international effort, the provision of expert knowledge and experience by a Program Manager is critical to the successful execution of the program.
7. It is essential to have a program management staff that possesses cultural, language and technical experience of both nations.
8. Although design and construction aspects of the work are important, the program, management expertise and experience are essential to the success of the program.
9. The Program Management Consortium (PMC) will recommend an organization in which the Defense Installations Agency (DIA) has a leading role in three areas (budget, contract, and coordination with other government ministries and agencies) related to the YRP.
10. The PMC will propose an organizational plan which addresses embedding DIA personnel within the PMC organization for professional development, training and technology transfer.

## **II. Scope and Characteristics of Program Management Service**

### **A. Characteristics of Work and Qualifications**

The purpose of this RFQ is to select consortiums for the RFP phase, which is the final phase of the selection process for the Program Management Consortium. The duality of funding sources lead to two separate owners for the Program Management Consortium. Because of this, ROK-US agreement shall be obtained during the Program Management Consortium selection. The evaluation shall be conducted by an evaluation committee comprised of ROK-US personnel. This process will lead to the selection of a single consortium.

By mutual agreement, the ROK and US governments have named the organization to oversee this program the PMO (Program Management Office). DIA, FED, and the PMC will comprise this organization. The PMC is expected to provide expert program management work for DIA and FED, as owners, to make appropriate decisions in this effort. Specific roles of the PMC shall be specified in the scope of work.

During the competitive process, individual firms should understand such circumstances and form appropriate consortiums. Under ROK-US agreement, the following principles shall be respected in forming consortiums that are to respond to this RFQ.

1. Each member of the consortium must be a business entity duly organized, existing and registered under the laws of its country of domicile. No member of the consortium may have been debarred from public sector bidding.
2. Key Individuals are positions within the consortium's organization that are functionally responsible for each of the departments' activities.
3. It is expected that a consortium between a Korean domestic firm(s) and a non-Korean firm(s) will provide the desired Program Management (PM) Services.
4. The actual business relationship between the firms of the consortium shall be determined by the partners (member firms) in order to form the best management team.
5. Considering the fact that the construction of US military installations is a key feature of this program, participation of capable foreign firms with sufficient experience in US military installations is essential.
6. Taking into consideration Korean socio-cultural characteristics, applicable laws and regulations, customs, language, domestic construction practices, and technology transfer requirements, it is strongly expected that a Korean domestic company will have a leading role in the administration and interface with ROK government agencies.
7. In addition to basic telecommunication requirements, there is migration of Command, Control, Communications, Computers and Intelligence (C4I) facilities included in the project.
8. At least one foreign firms participating in the consortium must have past management (program management, project management or construction management) performance in at least one program, valued at \$500 million or more within the past five years. In cases of shared contract, only the firm's share will be considered in the qualification.
9. Similarly, ROK leading firm participating in the consortium must have past performance in which a single program management, project management, or construction management service fee exceeds one (1) billion won within the past five years. In cases of shared contract, only the firm's share will be considered in the qualification.
10. In principle, there is no limit to the number of firms in the consortium. However, research indicates that a maximum of five (5) firms is the optimum number to form an efficient and effective consortium.
11. Shares of the firms composing the consortium identified in the RFQ may be altered in their proposals with adequate justification and upon approval of both Design and Construction Agencies (DCAs). Shares may be altered if the scope changes with the approval of the respective DCA during program execution.
12. During this RFQ phase, the respondents shall be consortiums, and will be evaluated as individual firms and as a team. Additionally, the evaluation in this phase will also focus on the corporate level of individual firms forming the consortium and scores will be reflected according to each firm's share in the consortium.

13. The points given during the RFQ evaluation will not carry over to the RFP phase.
14. The appropriateness of the PMC organization for this program will be evaluated separately during the RFP phase.
15. Qualifying consortiums shall be allowed to include a subcontracting plan if they propose specific organization and program execution strategy in the RFP phase to implement it.
16. Members of the consortium that are awarded the PMC contract cannot compete for individual design and construction contracts that are awarded as part of this program.
17. The Program Management Evaluation Committee (PMEC), comprised of equal number of members selected from both the ROK and the US, will evaluate the firms' qualifications and proposals. Chief Director of DIA will have final approval authority in case of disputes amongst evaluation committee members or ties in scores of consortiums.
18. DIA and FED will assess the performance of the PMC quarterly. Fees paid to the PMC will be based on the quarterly assessment.

## **B. Major Work**

Basically, all work to be performed by the PMC shall be conducted in conjunction with the DIA and the FED. This includes work requiring Program Management, Project Management and Construction Management functions. This will also include Programming and Administration Management, Program Control, Contract and Procurement Management, Design Management, Construction Management, Construction Management Support, Commissioning Operations and Facilities Turnover Management, Quality/Environment/Safety Control, Coordination with the ROK and US, and Technical Support. More specific details of the scope of services anticipated for this program are shown below. Such work can be adjusted during the RFP because of ROK-US negotiations. Moreover, DIA, FED and the PMC may agree to additional tasks.

1. Programming and Administration Management: Provide overall management for the YRP and 2ID/LPP and management support as required for all construction projects. This includes comprehensive planning and programming for this program, scope management, budgeting, coordinating with related external agencies, public affairs, and personnel/administrative work.
  - a. Programming work: Develop and implement a program execution plan, program management implementation plan, work breakdown structure (WBS), project numbering system, and WBS dictionary.
  - b. Coordination with external agencies: Support the reporting and coordination with the national and local governments.



- c. Public Affairs: Conduct public affairs task jointly with the owner's personnel. Establish and implement a public affairs plan. Establish and operate a public affairs office. Develop and manage a website.
  - d. Budget: Establish a program funding requirement plan, develop a strategy to best manage the different funding sources, and develop budget management criteria/guidelines.
  - e. Personnel/Administration: Conduct work related to personnel and management of the organization, management of manpower participating in the program, management of office space and work environment, as well as development and management of program administration procedure.
2. Program Control: Conduct systemic work taking into consideration the characteristics of and relationships among Program Coordination, Master Schedule, Cost Management, Drawing and Document Management, Program Management Information System (PMIS), and Material Management.
- a. Program Coordination: Assess and establish strategy alternatives, survey internal/external program environment and establish of measures, identify and coordinate pending issues, support program manager, and conduct program risk management.
  - b. Master Schedule Management: Develop and manage a master schedule, develop and implement a master schedule management procedure, build and maintain a database for the master schedule, determine, analyze, and report current progress of work.
  - c. Cost Management: Develop and maintain a Program Cost Accounting System, manage the program budget, manage records of executed program cost, manage construction contract cost, develop and implement program cost management procedures, establish and operate program cost management related systems, and control construction cost.
  - d. Program Management Information System (PMIS): Create and maintain a program management information system, and operate an integrated program information management center. Develop and implement procedures for the PMIS center and instructions for using the program management information system.
  - e. Management of a Situation Room: Establish and maintain a situation room, which contains a concise representation of the entire program for all visitors and dignitaries, i.e., the latest progress of the program, a master schedule of the program, the budgeted and cost to date of the program, etc.

- f. Drawing and Document Management: Establish and implement a comprehensive document management plan, develop and implement drawing and document management procedures, develop drawing and document management related system, develop and maintain a document distribution table, and establish and operate a drawing and document management center.
- 3. Contract and Procurement Management Administration: Includes contract package planning, design contract, construction contract, PM/general service contract, offshore material contract, on-site procurement, legal/claim, and material management.
  - a. Contract Package Planning: Establish and implement a comprehensive contract/procurement plan, develop and update contract/procurement management procedures, propose major contract package methods, and develop a standard bidding brochure.
  - b. Design Contract: Establish and implement a comprehensive design contract management plan, develop standard contract terms and conditions for design contracts, oversee and support design contract management including design modifications, and conduct negotiations as required.
  - c. Construction Contract: Establish and implement a comprehensive construction contract management plan, develop standard contract terms for construction contracts, support construction contract management, conduct bidding related work, establish and implement construction contract change order procedures, review appropriateness of construction cost and develop independent cost estimates, manage design changes during construction.
  - d. PM/General Service contract: Oversee general service contracts. Develop standard contract terms and conditions for service contracts, oversee and administer the service contract, conduct bidding/negotiations as required, establish and implement service contract procedures, and review appropriateness of service cost and derive cost.
  - e. Offshore material/on-site procurement: Establish and implement a comprehensive offshore material management plan, oversee offshore material contract(s), establish and implement adjustment procedure to offshore material contracts, establish and implement a comprehensive on-site procurement plan, and oversee and support on-site procurement.
  - f. Claims Management: Establish and implement a comprehensive plan for claims management.

4. Design Management: Focusing on design quality assurance and design to cost, establish design management procedures and criteria, as well as design management tasks including technical review on all designs, interface and coordination for each design phase/area, value engineering (VE), and change order.
  - a. Design Programming: Develop and implement design programming procedures, establish and implement a design management plan, appropriate design budget, and establish its execution plan, control and coordinate design work, and plan and conduct design related meetings.
  - b. Master Plan and Design Criteria: Review the final MP, manage changes to the MP, manage the correlation between the MP, provide the capability to review and develop design criteria packages, integrated design criteria, as well as design and construction standard specifications.
  - c. Design Management: The PMC shall conduct design management work for this program by dividing facilities according to their locations and functionalities. Design management packages will be composed of, but not limited to, HQ buildings, medical facilities, site and infrastructure, C4I facilities, and common-use facilities. As an example, the work may include review and confirmation of design criteria for individual facilities, establishment of quality assurance plan, management of design deliverable schedule, Design to Cost, VE, management of design interface with other work process, and incorporation of selected domestic material in design, technical review of design work at various stages of design such as parametric (10%), 30%, 60%, 90%, and backcheck.
  - d. Change Order Management: Oversee and manage change orders, manage changes to individual facilities, and manage design defects.
5. Construction Management: The PMC shall provide consistent construction management guidelines as well as a management system in order to establish construction phasing, review of construction methods, constructability reviews, prioritization and coordination of construction, and the management of construction contracts.
  - a. Construction Programming: Establish and implement a comprehensive construction plan, develop and implement construction management procedures, appropriate construction budget and establish its execution plan, coordinate and control construction work, plan and manage various meetings related to construction.
  - b. Construction Management: The PMC shall manage the construction for this program by distinguishing (separating) facilities according to their locations and

functions. Construction packages will be composed of buildings, medical facilities, construction of facilities, site leveling, C4I systems, utility construction, landscaping/fencing, premises road, barrack facilities, and school facilities. Construction work for each package should include establishment and implementation of a construction management organization and staffing plan, confirmation of fulfillment of construction management procedures, determination of current status of work process, review of construction cost, review interface with other facilities, constructability and technical reviews, receipt of as-built drawing, and commissioning and turnover.

- c. Coordination of Common Use Facilities: Develop strategy and plans to share cost and role for common-use facilities, oversee coordination of interface related to common-use facilities, agree on and coordinate temporary facilities for construction, and lead meetings on coordination of interface related to common-use facilities.
- d. Infrastructure for Construction: Establish and implement an infrastructure plan for construction, oversee infrastructure work for construction, coordinate prioritized order and interface of construction, manage infrastructure for construction, and establish stationing and movement plans for heavy equipments.

#### 6. Construction Management Support:

- a. On-site work progress management: Provide an on-site master work progress schedule, establish and operate an on-site work progress system, analyze work progress, report, manage and support work progress meetings including on-site work progress meeting.
- b. Installation and management of data management center: Oversee work of the data management center, review contractor data and track current status, provide updated program documents, and receive/send documents.
- c. Develop and maintain a construction management information system (CMIS).
- d. Develop and provide construction quality management system.

#### 7. Commissioning Operations and Facilities Turnover Management

- a. Commission Programming: Establish and implement a commissioning plan, manage system commissioning and coordinate the interface for each facility, confirm organization structure and integration procedures for each phase of commissioning, manage specific work process of commission, and provide technical support.
- b. C4I Commissioning Test
- c. System Commissioning Test

- d. Comprehensive Trial Operation
  - e. Support to Final Commissioning Test
  - f. Training of Operations and Maintenance Staff
  - g. Delivery of complete and coordinated Operations and Maintenance manuals
8. Quality/Environment/Safety Control: Quality entails QA and QC work including the determination of requirements for establishment of quality assurance system and survey of possible improvements in order to secure safety and health.
- a. Quality Assurance/Quality Control: Provide day-to-day and technical management responsibility of personnel responsible for quality assurance and control. The PMC shall develop a formal program of monitoring to ensure a high level of construction quality. Establish and monitor QA/QC standards for construction processes on all assigned projects and programs. Review work product for completeness, timeliness, and adherence to applicable documentation. Provide quality auditing of materials as well as on-site quality control.
  - b. Environment Preservation Management: Establish and implement an environment preservation plan and procedures, and provide oversight of environment preservation work.
  - c. Safety Management: Establish and implement a safety management plan and procedures, and perform safety management.
9. Coordination with the ROK and US: Throughout all phases of this program, there are tasks, which will require the agreement and coordination between ROK MND and USFK. These tasks include, but are not limited to design programming and coordination, construction programming and coordination, as well as commissioning and turnover of facilities.
10. Technical Support: Provide technical resources as required to support the internal program management as well as the overall program and project delivery needs. Any additional tasks, which generate additional costs, shall be approved by the ROK and US owners.

### **C. Service Budget and Schedule**

- 1. Program Management Service Fee: Specific details of estimated budget for program management service performance shall be provided during the RFP phase.

2. Schedule: The DIA and the FED shall enter into a contract with the selected PMC for a minimum of three years. Contingent upon DIA and the FED's agreement, adjustments to program schedule may lead to extension of contract.

**D. Office Space and Equipment** - The PMC shall provide their own office space and office equipment for the operation of the PMO, including the PMC, the DIA and minimal space for the FED.

### **III. Content of Statement of Qualifications (SOQ)**

This section describes specific information that must be included in the SOQ. SOQ's must follow the outline of Section III. Consortiums should provide brief, concise information that addresses the requirements of the scope of services consistent with the evaluation criteria and page limitations described in this RFQ.

#### **A. Introduction**

Provide a letter stating the names and roles of member firms. Identify a single point of contact (SPOC) for the consortium with his/her address, telephone and fax numbers, and e-mail address. The SPOC should take on the duty of providing information to the government procurement entity as and when further information is required. *Note: DIA and FED will send all project-related communications to this person during the procurement process.* Authorized representatives of the consortium's organization must sign the letter. The letter must contain a statement declaring the consortium's intent, if selected, to enter into contracts with DIA and FED to provide program, project, and construction management services for the relocation of USFK installations. The Introduction must include a "Title Page" and "Table of Contents".

#### **B. Consortium's Organization and Experience**

MND DIA and FED will evaluate, as a single entity, the capabilities of the consortium's organization to effectively provide program, project, and construction management services for the relocation of USFK installations.

##### **1. Organizational Structure**

The consortium's agreement shall state the names, roles, and responsibilities of the member firms.

## 2. Organizational Chart(s)

Provide a relational chart showing the hierarchical flow with lines identifying the firms who are responsible for major functions to be performed, and their reporting relationships within the consortium. The chart must show the functional structure of the organization by firm. Indicate the anticipated percent of each firm that would be committed to the project and the amount of time that would be committed to other current projects. For each organizational chart, provide a brief, written description of significant functional relationships among firms and how the proposed organization will function as a team.

## 3. Consortium Experience

- a. Describe at least one project or as many as desired that each firm has managed, similar to the requirements of this RFQ. For the projects in which several of the proposed member firms were involved, the consortium may provide a single project description. Descriptions of projects should highlight experience relevant to this scope that the member firms have gained in the last 5 years. List projects with levels of scope comparable to that anticipated for this RFQ. Describe the experiences that each member firm could apply to this scope. In particular, demonstrate experiences in each of the following areas:
  - 1) Program Management
  - 2) Project Management
  - 3) Design and Construction Management
  - 4) Construction/reconstruction using innovative designs, methods and materials
  - 5) Construction in environmentally sensitive areas
  - 6) Warranties
  - 7) Design and construction activity interaction or integration, such as Design-Build
  - 8) Public Affairs (Including Website development and maintenance)
- b. Each project description must include the following information:
  - 1) Name of the project and the owner's contract number
  - 2) Owner's name, address, contact person, contact person's position on this project, and current telephone and fax numbers
  - 3) Dates of design, construction, management, and/or warranty periods
  - 4) Description of the work or services provided and percentage of the overall project

- actually performed by (each of) the major participant(s)
- 5) Original budget amount; final budget amount; and final cost.
- 6) Original schedule completion date; final schedule completion date; and final actual completion date
- 7) If applicable, describe how the member firms have worked together in the past and the experience such member firms have in program, project, and construction management of projects/programs of comparable size

### **C. Project Understanding**

Provide a synopsis demonstrating the firms' expertise and familiarity with the requirements of this program as well as all US and Korean laws and regulations, as appropriate.

## **IV. Selection Procedure and Evaluation Criteria**

### **A. Selection Procedure**

1. Major principles related to the evaluation are the following:
  - a) Evaluation of the consortium as a team as well as each firm of the consortium.
  - b) Evaluation areas for each firm's capabilities within the consortium are: 1) the company's (firm's) manager of the specialty and three (3) technical staff members, 2) the company's (firm's) senior manager qualifications, 3) the company's (firm's) past performance, and 4) the company's (firm's) legal and financial status.
  - c) During the RFQ phase, individual firms' share in the consortium will be taken into consideration.
  - d) The goal is to select five (5) to six (6) of the best qualified consortiums. The PMEC will be the authority to best determine the number of qualified consortiums based on their evaluations. However, if the number of qualified consortium is one, then this bidding process will not be conducted.
  - e) A Program Management Evaluation Committee (PMEC) composed of equal number of representatives from the ROK and US governments will review the qualifications and will report the result of the review to the DIA Chief Director and the FED Commander.
  - f) The ROK and the US governments reserve the right to seek clarifications, regarding information submitted in response to this RFQ and may request additional information from proposers and others during the evaluation process. The PMEC is the sole source selection authority in this process. Therefore, in the best interest of ROK and the US governments, the PMEC reserves the right to accept or reject any or



all qualifications during their evaluation pursuant to the criteria specified in Paragraph IV.B.

- g) The ROK and the US governments shall not be liable for any cost or damages incurred by the individual respondents and other interested parties during this RFQ process.
- h) Those submittal items not utilized directly in quantified aspect of this evaluation will be used by the PMEC as references in the subjective aspect of this evaluation for selection of the qualified firms.

## **B. Evaluation Criteria**

The evaluation criteria are used to make two assessments: one for each member firm of the consortium and one for the consortium as a team. Each consortium's score will be the sum of the scores for the member firms that each PMEC member assigns to that consortium and the sum of the scores that each PMEC member assigns to that consortium as a team.

### **1. Evaluation factors for Member Firms**

A Program Management Evaluation Committee (PMEC) will evaluate each member firm's qualifications within their respective consortium, measuring each response against the criteria set forth in this RFQ, resulting in a numerical score for each firm. The score for a given consortium will be calculated by adding the domestic and foreign firms' scores and multiplying them with each firm's respective share in the consortium. The maximum score possible for any firm is equal to the product of 400 multiplied by the number of PMEC members.

Since it is intended that the consortium is comprised of two (2) or more firms, the consortium shall identify each member firm's capabilities, as noted below and their experience with respect to their effort within the consortium (either the total scope of work or part thereof). The capabilities that will be evaluated are:

Specialty Area to be Evaluated	Paragraph numbers of comparable Major Work, Section II, B, contained in the RFQ
Program / Project Management	<ul style="list-style-type: none"><li>1. Programming and Administration Management<ul style="list-style-type: none"><li>a. Programming Work</li><li>b. Coordination with external agencies</li><li>c. Public Affairs</li><li>d. Budget</li></ul></li></ul>

	e. Personnel / Administration 9. ROK-US coordination 10. Technical Support
Design Management	4. Design Management
Construction Management	5. Construction Management 6. Construction Management Support 7. Commission Management 8. Quality / Environment / Safety Management
Program Control	2. Program Control <ul style="list-style-type: none"> <li>a. Program Coordination</li> <li>b. Master Schedule Management</li> <li>c. Cost Management</li> <li>d. Program Management Information System (PMIS)</li> <li>e. Management of a Situation Room</li> <li>f. Drawing and Document Management</li> </ul>
Contracting / Claim Management	3. Contract Management <ul style="list-style-type: none"> <li>a. Contract Package Planning</li> <li>b. Design Contract</li> <li>c. Construction Contract</li> <li>d. General Service Contract</li> <li>e. Offshore Material / On-site Procurement</li> <li>f. Claims Management</li> </ul>

The qualification's submittal will be evaluated to assess the firms' experience with respect to projects similar in scope, size, and complexity to the work described.

The PMEC members will score each firm according to the following guidelines:

- Each PMEC member will individually evaluate and score each member firm based on the capabilities performed within the consortium, using the evaluation factors and rating scheme below.
- After completion of the individual ratings, the PMEC will meet to discuss the firm's qualifications.

The total score assigned to each consortium will be the weighted sum of the scores for the member firms which takes into consideration firms' share in the consortium.

**a. Evaluation of the member firm's technical staff (130 points)**

- 1) Manager: Plans, manages, supervises, directs, and participates technically in multiple large-scale projects regarding the technical specialty elements of scope, schedule, and budget. Typically supervises multiple mid-level and junior discipline staff. Has authority for unsupervised technical specialty decision and action.

**(a) Evaluation of Past Performance (15 points):**

Past Performance	Must satisfy one of the following: a. 5+ years of satisfactory performance in the related specialty for projects and/or programs worth 100 billion won (US \$1 = W1000) or more. b. Satisfactory performance in contract awards and program/project management on comparable programs/projects in worth 150 billion won or more accumulated during one assignment to a position in a government organization.	Must satisfy one of the following: a. 3+ years of satisfactory performance in the related specialty for projects and/or programs worth 100 billion won (US \$1 = W1000) or more. b. Satisfactory performance in contract awards and program/project management on comparable programs/projects in worth 100 billion won or more accumulated during one assignment to a position in a government organization.	Other
Score	15	12	0

- (b) Evaluation of Experience (25 Points): 10 plus years of specialty related experience including at least five years experience providing technical specialty leadership for comparable scope to the effort proposed. The experience evaluation will assess cumulative experience in the capabilities performed for the consortium relating to the scope of work. The duration shall be calculated based upon registered record at official agencies managing records of firm or recorded performance at client firms as well as resume authenticated by the responding firm. References are required to validate the information provided. For evaluation of the resume, uncertain or ambiguous material will not be considered.

Category	Managerial experience of firm's specialty being performed (E)
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Duration (unit: years)	$E \geq 10$	$10 > E \geq 8$	$8 > E \geq 6$	$6 > E \geq 4$	$E < 4$
Score	25	20	15	10	5

\* Calculation of Scores: Sum of the evaluation scores for the member firm.

- 2) Technical Staff: (3 Individuals, 30 points per individual). Qualified technical individuals evaluated in the RFQ are encouraged to be staffed in the PMC. Their qualifications, however, will be re-evaluated based on the factors contained in the RFP.

The technical staff assures that the technical SOW elements are met to the satisfaction of the client within the framework of established corporate policy and in accordance with applicable professional standards, and corporate control and operating procedures.

(a) Evaluation of Past Performance (12 points):

Past Performance	Must satisfy one of the following: a. 3+ years of satisfactory performance in the related specialty for projects and/or programs worth 100 billion won (US \$1 = W1000) or more. b. Satisfactory performance in contract awards and program/project management on comparable programs/projects in worth 100 billion won or more accumulated during one assignment to a position in a government organization.	Must satisfy one of the following: a. 1+ years of satisfactory performance in the related specialty for projects and/or programs worth 100 billion won (US \$1 = W1000) or more. b. Satisfactory performance in contract awards and program/project management on comparable programs/projects in worth 50 billion won or more accumulated during one assignment to a position in a government organization.	Other
Score	12	10	0

- (b) Evaluation of Experience (18 points): 8+ years experience in the technical specialty area. The experience evaluation will assess cumulative experience in the capabilities performed, and the duration shall be calculated based upon registered record at official agencies managing of the firm or recorded performance at client firms as well as resume authenticated by the responding

firm. References are required to validate the information provided. For evaluation of resume, uncertain or ambiguous material will not be considered.

Category	Technical Staff's experience of performing the firm's specialty (E)				
Duration (Unit: Years)	$E \geq 8$	$8 > E \geq 6$	$6 > E \geq 4$	$4 > E \geq 2$	$E < 2$
Score	18	15	12	9	6

**b. Qualifications of Senior Manager (80 points)**

The Senior Manager is responsible for planning and directing the work of a group of individuals, monitoring their work, and taking corrective action when necessary. The Senior Manager of each firm's flagship service within the consortium will be evaluated.

The firm's shall submit resumes of their senior manager stating their background, experience, tenure with the firm and division of responsibilities. References are required to validate the information provided. For evaluation of the resume, uncertain or ambiguous material will not be considered.

Category	Qualifications of Senior Manager (E)				
Experience (Unit: Years)	$E \geq 10$	$10 > E \geq 8$	$8 > E \geq 6$	$6 > E \geq 4$	$E < 4$
Score	40	32	24	16	8
Tenure (Unit: Years)	$E \geq 25$	$25 > E \geq 20$	$20 > E \geq 15$	$15 > E \geq 10$	$E < 10$
Score	40	32	24	16	8

Note 1: When a firm provides 2 or more capabilities to the consortium, the firm's evaluation score for the senior manager and technical staff shall be multiplied by the firm's share of each capability.

Note 2: For firms registered to conduct business in Korea, the certification of experience shall be restricted to those confirmed by official experience management agencies which have been designated by the Minister of Construction and Transportation (Korea Construction Consulting

Engineer Association, Korea Construction Engineers Association, Construction Management Association Korea(CMAK), Korea Electric Engineers Association, etc).

Note 3: For firms not currently registered to do business in Korea, comparable experience will be required in their own statement.

**c. Evaluation of individual firms' past performance (100 points)**

- 1) Only past performance without suspension, debarment and/or penalties due to deficiency will be acknowledged as successful performance.
- 2) Scoring of past performance will be conducted separately for each member firm.
- 3) In the event that a new entity is formed in order to participate in this project, the past performance of the companies, who hold shares of the entity, or its parent companies, may be evaluated.
- 4) Evaluation shall be limited to the past 5 years using the announcement date as a basis.
- 5) 100% of the fee amount for program/project management or 80% of the fee amount for 3<sup>rd</sup> party surveillance will be considered for determining cumulative past performance service fee amount,
- 6) The successful performance rating will be considered for the dollar/won amount of the service fee (contract fee). Conversion of past performance in the specialty area into scores is shown in the following table:

Category	Performance of Comparable Service (P)				
Amount (Unit: 1 billion won, US \$1 = 1000 won)	$P \geq 10$	$10 > P \geq 5$	$5 > P \geq 3$	$3 > P \geq 1$	$P < 1$
Score	100	80	60	40	0

- 7) Score of individual firm =  $\sum$ (Fee for each successful service).
- 8) For past performance under shared contract, only the firm's respective share will be considered.
- 9) Certification of service performance shall be authenticated by certified agencies prior to submission.

- 10) For services that are still in progress, only those, which have reached a 75% level of completion, shall be considered. For authentication, the firm must submit a certification of progress and performance from the issuing authority.
- 11) Successful performance must be documented by a creditable and objective source.

**d. Legal and Financial Status (90 points)**

1) Suspension and Debarment (42 points)

- a) 4.2 points shall be deducted for each month of restriction on bidding or suspension of business placed on the firm in accordance with related laws and regulations during the past 12 months. (Cumulative duration less than a month shall be considered as a month).
- b) 4.2 points shall be deducted for every month of suspension on license or practice placed on the participating staff of respective firm in accordance with related laws and regulations during the past 12 months. (Cumulative duration less than a month shall be considered as a month).
- c) In the event that a new entity is formed in order to participate in this project, the past restrictions on bidding or suspension of business placed on the companies, who hold shares of the entity, or its parent companies may be evaluated.

2) Financial Capability (48 points)

- a) Provide certified and audited financial statements for the last two tax years.
- b) In the event that a new entity is formed in order to participate in this project, the financial statements of the companies, who hold shares of the entity, or its parent companies, may be used in this evaluation, to the extent that companies are legally responsible for the debts and obligations of the entity.

(1) Current Working Capital (24 points)

- (a) Working capital (current ratio) equals the current assets divided by current liabilities.
- (b) Current assets must be capable of being converted into cash within a relatively short period without interfering with the normal operations of business. The period of conversion is generally one (1) year.

(c) Current liabilities are debts that are to be paid by the use of current assets with the time period used to define current assets.

(d) Scores for a firm's current working capital ( C ) Scoring:

Percentage	$C \geq 200\%$	$200\% > C \geq 150\%$	$150\% > C \geq 125\%$	$125\% > C \geq 100\%$	$C < 100\%$
Score	24	21.6	19.2	16.8	14.4

(2) Quick Acid Ratio (24 points)

(a) This ratio equals the cash, plus receivable, plus marketable securities divided by current liabilities.

(b) Firm's Quick Acid Ratio ( C ) Scoring:

Percentage	$C \geq 200\%$	$200\% > C \geq 150\%$	$150\% > C \geq 125\%$	$125\% > C \geq 100\%$	$C < 100\%$
Score	24	21.6	19.2	16.8	14.4

Note 1: For the RFQ's financial evaluation, the above two measures will be considered adequate. However, for the pre-award audit, a more comprehensive financial evaluation will be required. Measures will include, at minimum: Current Ratio, Acid (Quick) Ratio, Return on Investment, Debt to Equity Ratio, Capital Turnover Ratio, Cash Flow to Debt, Cash Flow to Sales, and Debt Coverage.

Note 2: Prior to submission, qualifications will be validated by certified public organizations.

## 2. Evaluation Factors for Consortium Teams

A Program Management Evaluation Committee (PMEC) will evaluate the SOQs and measure each consortium's response against criteria set forth in this RFQ, resulting in a numerical score for each SOQ.

The general factors that will be evaluated within each evaluation criterion will include the following considerations:

a. Organizational Structure:

- 1) Effective authority and structure.
  - a) Hierarchical and relational organization chart
- 2) Realistic and efficient management structure.
  - a) Major functions flow chart



b) Reporting relationships among the firms

b. Consortium's Experience and Capabilities:

- 1) Member Firm's experience on projects of similar scope and complexity.
- 2) Member Firm's experience with timely completion of comparable projects.
- 3) Member Firm's experience with on-budget completion of comparable projects.
- 4) Experience of member firms working together.
- 5) Member firms with experience and qualifications that cover Project scope or parts thereof.

c. Project Understanding:

- 1) Understanding of Project scope.
- 2) Understanding of the ROK and US government's goals for the Program.
- 3) Understanding and inclusion of expertise necessary to support the Program.
- 4) Understanding of required interaction with local governments, municipalities, property owners and utility entities/companies.
- 5) Understanding the importance of effectively managing public interests, local/state government concerns and political focus on the Program.

Each evaluation criterion has an assigned maximum number of points that demonstrates its relative importance. The maximum score possible for any SOQ is equal to the product of 400 multiplied by the number of PMEC members.

d. **Evaluation Criteria Scores**

**Table**

Criteria	Score
Organizational Structure	100
Consortium's Experience and Capabilities	180
Project Understanding	120
Total	400

The PMEC Members will score each SOQ according to the following guidelines:

- Each PMEC member will individually evaluate and score each SOQ, using the Qualifications Crediting Plan below.

- After completion of individual ratings, the PMEC will meet to discuss the SOQ's. PMEC members may alter their ratings during the meeting of the PMEC; however, any changes must be based solely on the criteria set forth in this RFQ.
- The total score assigned to each consortium will be the sum of the scores that each PMEC member assigns to that consortium.

### 1) Organizational Structure (100 Points)

Rating	Description
Excellent	Organizational Structure is extensive to support the proposed Program Management Team. Reach back assistance is superior.
Good	Organizational Structure is sufficient to support the proposed Program Management Team. Reach back assistance is sufficient.
Acceptable	Organizational Structure is adequate to support the proposed Program Management Team. Reach back assistance is minimally acceptable.
Poor	Organizational Structure is marginal to support the proposed Program Management Team. Reach back assistance is marginal and may affect the effectiveness of the proposed Program Management Team
Unacceptable	Organizational Structure fails to support the proposed Program Management Team. Reach back assistance is non-existent.

Factors and Scores of Evaluation.

- Effective authority and structure
- Realistic and efficient management structure

Factors	Excellent	Good	Acceptable	Poor	Unacceptable
a)	50	45	40	35	30
b)	50	45	40	35	30
Total	100	90	80	70	60

### 2) Consortium's Experience and Capabilities (180 points)

Rating	Description
Excellent	Exceeds most, if not all requirements, has extensive and exceptional experience, and ability in all areas of the criteria.
Good	Exceeds some of the requirements, has sufficient experience, and ability in all areas of the criteria.

Acceptable	Meets most, if not all requirements, has minimally acceptable experience, and ability in all areas of the criteria.
Poor	Marginally meets requirements, or minimally acceptable experience, or marginal ability in all areas of the criteria.
Unacceptable	Fails to meet minimal requirements, or minimally acceptable experience, or minimal ability in all areas of the criteria.

Factors and Scores of Evaluation.

- a) Projects of similar scope and complexity
- b) Timely completion of comparable projects
- c) On-budget completion of comparable projects
- d) Firms working together
- e) Experience and qualifications covering project scope or parts thereof

Factors	Excellent	Good	Acceptable	Poor	Unacceptable
a)	40	36	32	28	24
b)	40	36	32	28	24
c)	40	36	32	28	24
d)	30	27	24	21	18
e)	30	27	24	21	18
Total	180	162	144	126	108

**3) Project Understanding (120 points)**

Rating	Description
Excellent	No doubt exists that the consortium will successfully perform the required effort. Sources of information are consistently firm in stating that the consortium has the expertise in most areas and a complete understanding of the overall requirements of the scope and goals of the ROK and US governments.
Good	Little doubt exists that the consortium will successfully perform the required effort. Sources of information state that the consortium has the expertise in several areas and a good understanding of the requirements of the scope and goals of the ROK and US governments.
Acceptable	The consortium will more positively than negatively successfully perform the required effort. Sources of information state that the consortium's has the expertise in few areas and a basic understanding of the requirements of the scope and goals of the ROK and US governments.
Poor	Some doubt exists that the consortium will successfully perform the required effort. Sources of information state that the consortium lacks the expertise in several areas and minimally understands the basic requirements of the scope and goals of the ROK and US governments.
Unacceptable	Serious doubt exists that the consortium will successfully perform the required effort. Sources of information state that the consortium lacks the expertise in most areas and has no understanding of the basic requirements of the scope and goals of the ROK and US governments.

#### Factors and Scores of Evaluation.

- a) Understanding of Project Scope
- b) ROK/US government's goals
- c) Expertise necessary to support the program
- d) Interaction with local governments, municipalities, etc.
- e) Importance of managing public interests, local/state/political concerns

Factors	Excellent	Good	Acceptable	Poor	Unacceptable
a)	24	22	20	18	16
b)	24	22	20	18	16
c)	24	22	20	18	16
d)	24	22	20	18	16
e)	24	22	20	18	16

## V. Disqualification

The documents submitted by the respondent must be complete and its contents must be objective. Any falsification, in part or whole, of information may lead to disqualification.

## **VI. Submittal Format and Contents**

Submittals will be limited to 500 pages, not including covers, indices or dividers. Submittals must be prepared on standard A4 size paper, except that charts and other graphics may be submitted on paper larger than A4 size, but folded to within the A4 size. The minimum size font for all print on A4 size pages is 12 pitch. Submittals must be bound on the long side using three (3) ring binders, with material on one side of the page only. All sections must be separated by indices. Submitted materials will not be returned. One original, eight copies and one CD in Korean, as well as one original, eight copies and one CD in English comprise the submittal. Originals must have authentic signatures and be clearly labeled as originals.

Failure to comply with the aforementioned submittal requirements may be a cause for rejection of all or any part of the submittal. The ROK and the US governments reserve the right to seek clarification of information submitted in response to this RFQ. The Program Management Evaluation Committee, composed of experts from the ROK and the US, may solicit relevant information regarding the firm's record of past performance from previous clients and other sources. The following documents must be submitted for each member firm:

- A. Cover Sheet
- B. The Statement of Qualifications outlined in Section III above
- C. Application to participate in the service
- D. Information about member firms
- E. MOU for the formation of the consortium
- F. Self-Evaluation
- G. Qualification of key staff
- H. Experience of key staff (to include resume)
- I. Individual firm's performance in related and/or comparable service
- J. Restrictions on eligibility to participate in bidding, and suspension of firms and individuals for the past 5 years
- K. Certified and audited financial statements for the past 2 tax years
  
- L. Summary staff list of each firm in the consortium

Note: Attached are provided samples/guides for the submittal documents.

## **VII. Confidentiality**

Submittals related to this RFQ become exclusive property of the ROK and the US governments. Therefore, submittals will be regarded as public records and be subject to disclosure. Protection from disclosure generally applies to elements which are properly marked as "Trade Secret," "Confidential," or "Proprietary." Proper marking is accomplished by stamping or printing the words "Trade Secret," "Confidential," or "Proprietary." At the top and bottom of each page containing such information and at the beginning of each paragraph specifically containing such information. The ROK and the US may use any information submitted in response to this RFQ for official purposes and may disclose such information to consultants. Participation in this RFQ and submittal of information are regarded as agreeing to such disclosures. Any firm or consortium that indiscriminately identify all or most of their submittal as protected from disclosure without justification may be considered non-responsive. The respective Contracting Officers will endeavor to advise the firm or consortium of any request for the disclosure of material marked as "Trade Secret," "Confidential," or "Proprietary," and will give the firm or consortium and other related parties the opportunity to seek a court order to protect such materials from disclosure. The ROK and the US governments' sole responsibility are to notify the firm or consortium of the request for disclosure. The ROK and the US governments will not be liable for any damages arising out of disclosure, whether the disclosure is deemed required by an order of court or administrative agency, or occur through inadvertence, mistake or negligence on the part of the DIA, the FED or the PMO. In the event of litigation concerning the disclosure of material submitted by the consortium or any related 3<sup>rd</sup> party, the consortium and its member firms are responsible for prosecuting or defending any action concerning the materials at their sole expense and risk. The consortium and its member firms agrees to defend and indemnify the ROK and US governments from and against any claims, damages and expenses arising out of or in connection with any action related to the disclosure of materials.

## **VIII. Enclosed Sample Forms**

SAMPLE

## **CONSORTIUM'S INFORMATION PACKAGE**

### Table of Contents

#### 1. Consortium Submittal

- a. Introduction
- b. Organizational Structure
- c. Organizational Chart
- d. Experience
- e. Project understanding

#### 2. Member Firms

- a. Firm A
  - 1) Staff evaluation document
  - 2) Past performance evaluation document
  - 3) Legal and financial status evaluation document
- b. Firm B
- c. Firm C

SAMPLE



SAMPLE

Copy \_\_\_\_\_ of \_\_\_\_\_

**APPLICATION FOR PROGRAM MANAGEMENT SERVICE**

Service Title: Program Management Services for Relocation of USFK Installations

Name of Consortium or List of Member Firms:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Lead Firm:

Address:

Telephone No:

Facsimile No:

POC:

SAMPLE

SAMPLE

### SERVICE APPLICATION

- Please fill in only applicable items.

Company Name			
Address		Registration Number & Country	
President/CEO		Telephone No.	
Advertisement No.		Date of Application	
Name of Program			
Designated Representative/Seal Impression (or attach notarized letter)	Hereby transfer my authority for this proposal to the following person.  Name:	The seal impression used for this proposal is as follows:  Seal Impression: (Seal)	
Applicable to ROK Announcement <b>(The 5% Bond is not required for the US submittal)</b>			
Bid Registration Certificate	Payment	Bond Rate 5% and above (Enforcement Ordinance, Article 37, Para.1.)  Bond Amount:  Bond Payment Method: Bond Insurance Certificate	
<p>I accept the services solicitation documents and all items of the solicitations explanation defined by the above advertisement number from the issuing authority, and herewith submit an application along with enclosures.</p> <p>Enclosures:</p> <ol style="list-style-type: none"><li>1. Copy of the qualifications</li><li>2. Copy of the seal impression certificate or notary.</li><li>3. Other documents required per the advertisement</li></ol> <p>(Date)</p> <p>Designated Representative: _____</p>			

SAMPLE

SAMPLE

**INFORMATION ABOUT FIRM**  
**(To be filled in by each firm in the consortium)**

1. Company Name:
2. Representative's Name:
3. Type of Company:
4. Company Address:
5. Company's Telephone and Facsimile Number:
6. Date Company Established:
7. Business License:
  - a. Issuing Authority/Agency:
  - b. Date:
  - c. Validity:
8. Major Staff: (Names and Titles):
9. POC in Korea (if different from above):

SAMPLE

SAMPLE

**AGREEMENT**  
**(Items Needed)**

- Purpose
- Names of member firms & the names of their representative
- Effective period
- Each firm's responsibility (specialty)
- Each firm's vested share (%) in the consortium
- Any other terms and conditions

Reference: (ROK) Accounting Enforcement Ordinance No. 220004-136

SAMPLE

# SAMPLE

## Self Evaluation Form

Evaluation Area		Specific area	Evaluation	Contents		Allocated score	Acquired score	Page
1. Technical staff	Manager	(Name)	Past performance					
			Experience (Specialty area)					
			Subtotal					
	Technical staff (3 people)	(Name)	Past performance					
			Experience (Specialty area)					
			Subtotal					
		(Name)	Ratings					
			Experience (Specialty area)					
			Subtotal					
		(Name)	Ratings					
Experience (Specialty area)								
Total								
2. Senior managers	Respective specialty area	(Name)	Ratings					
			Experience					
			Subtotal					
Total								
3. Past performance of service		Service performed within the past 5 years	Performance of comparable Service	Fee(KW 100 million)	Score allocation	Average	Note	
4. Credibility		Suspension, Debarment Period	Firm	Months				
			Participating staff	Months				
		Financial status	Current Ratio	%				
			Quick Acid Ratio	%				
		Total						

SAMPLE

**MAJOR STAFF QUALIFICATIONS**

Classification	Specialty	Experience (years)	Resident Registered No.	Qualification Description		Education Description		Applicable Experience (Technical Staff)	Period of Service (Major Staff)	Company
				Qualification Title	Date Issued	Education Backgrou nd	Date of Graduation / Degree Obtained			
Job Title Name										
Job Title Name										
Job Title Name										
Job Title Name										
Job Title Name										
Job Title Name										
Job Title Name										
Job Title Name										
Job Title Name										
Job Title Name										
Job Title Name										
Job Title Name										
Job Title Name										
Job Title Name										

- Enclosures:
- 1. Certificate of Performance and Period of Service
  - 2. Copy of Qualifications
  - 3. List of Manpower

SAMPLE

SAMPLE

**EXPERIENCE OF MAJOR STAFF**

**Name:**

Classification	Experience Total (years / months)	Grade	Special Field Managed / Performance Period			
			Project Title	Client & POC	Period of Service	Contract Amount
Project Management						
Design Management						
Construction Management						
Program Control						
Contracting / Claim Management						

SAMPLE

SAMPLE

**PAST PERFORMANCE OF COMPARABLE PROJECTS  
(COMPANY)**

**Program Management**

Client	Brief Project Description	Location	Project Duration	Contract Value	Status	Specialty Performed

**3<sup>rd</sup> Party Surveillance** (Only 80% of the contract Value will be considered in the evaluation)

Client	Brief Project Description	Location	Project Duration	Contract Value	Status	Specialty Performed

SAMPLE



SAMPLE

**BIDDING RESTRICTIONS OR DISQUALIFICATION /  
BUSINESS DEBARMENT**  
(During the past 5 years)

Company	Individual's Name & Title	Debarment Period	Enforcement Agency	Reason	Results (Points assessed)

SAMPLE

SAMPLE

## SUMMARY OF FINANCIAL STATUS

	Description
1. Company	
2. Year Founded	
Equity Capital	
Total Assets	
Current Assets	
Total of Cash, Accounts Receivable, and Marketable Securities	
Current Liabilities	
Current Ratio	
Quick Acid Ratio	

### Equity Capital Rate and Floating Assets Rate

Calculation Base	Calculated Value	Rate (%)
Equity Capital	Equity Capital / Total Assets	
Current Ratio	Current Assets / Current Liabilities	
Quick Acid Ratio	(Cash + Accounts Receivable + Marketable Securities) / Current Liabilities	

SAMPLE

SAMPLE

## Member Firm's Staff Summary

### - Domestic

Classification	Experience	Number of Employees	Number of Certifications						
			PE	Other Certification	Engineer	2 <sup>nd</sup> Grade Engineer	1 <sup>st</sup> Grade Technician	2 <sup>nd</sup> Grade Technician	No Certificate
Senior Management	More than 20 Yrs								
Technical Staff	10 Yrs to 20 Yrs								
Research Staff	10 Yrs to 20 Yrs								
Office Staff	6 Yrs to 10 Yrs								
Specifically Assigned Staff	6 Yrs to 10 Yrs								
Total									

### -Foreign

Classification	Experience	Number of Employees	Number of Certifications		Remarks
			P.E.	Other Certification	
Senior Manager	More than 20 Years				
Manager	15 Yrs to 20 Yrs				
Senior Engineer	10 yrs to 15 Yrs				
Titled Engineer	6 Yrs to 10 Yrs				
Engineer	Less than 6 Yrs				

SAMPLE